



County of Los Angeles
CHIEF ADMINISTRATIVE OFFICE

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DAVID E. JANSSEN
Chief Administrative Officer

April 15, 2004

To: Supervisor Don Knabe, Chairman
Supervisor Gloria Molina
Supervisor Yvonne Brathwaite Burke
Supervisor Zev Yaroslavsky
Supervisor Michael D. Antonovich

From: David E. Janssen
Chief Administrative Officer

Board of Supervisors
GLORIA MOLINA
First District

YVONNE BRATHWAITE BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

REVISED COMPLETION DATES FOR OPERATIONAL AREA STRATEGIC PLAN INITIATIVES

On January 29, 2002, your Board approved the Operational Area Emergency Management (OAEM) Strategic Plan, which includes numerous preparedness initiatives. Following the September 11 terrorist attacks, as issues and needs became evident and Homeland Security funding became available, emergency management priorities shifted to terrorism. On December 2, 2003, I provided you with an update on the progress of our OAEM Strategic Plan and advised that it would be necessary to revise the completion targets for some of the remaining initiatives.

Critical terrorism preparedness, response and grant planning now drive the priorities of the Office of Emergency Management (OEM) as well as numerous other County departments. Consequently, departments have been challenged in their ability to meet some of the original deadlines established in the OAEM Strategic Plan. To ensure that the County continues to make progress on the Emergency Management Strategic Plan, OEM met with all the involved departments to negotiate new completion dates for the remaining initiatives.

Attached for your information is a summary document which shows the agreed upon revised initiative completion dates. The summary indicates that 14 initiatives have been completed and 35 initiatives are targeted for completion by December 2004. The remaining 13 initiatives will be addressed in 2005 and 2006. In addition, you will find some very minor wording changes to initiatives 7.1, 10.5, and 13.3. Also, the Office of Affirmative Action Compliance has agreed to join OEM as a "lead" for initiatives 9.4 and 13.11.

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In spite of the terrorism-driven workload, OEM and departments have made progress on the OAEM Strategic Plan. We firmly believe that completion of the planning initiatives will strengthen the County's overall readiness for terrorism as well as other natural and human-caused emergencies and disasters.

Please let me know if you have any concerns about the revised timelines. Questions may be directed to Constance Perett at (323) 980-2261, or Sandra Shields at (323) 980 -2254 in the Office of Emergency Management.

DEJ:CP
SS:cm

Attachments

c: Executive Officer, Board of Supervisors
County Counsel
Emergency Management Council Steering Committee
Emergency Management Council Subcommittee

**EMERGENCY MANAGEMENT STRATEGIC PLAN FOR
EMERGENCY MANAGEMENT SUMMARY
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February 13, 2004**

GOAL 1: **Strengthen the Operational Area through better communication, cooperation, and collaboration between County departments, local governments, businesses, and nonprofits.**

- | 1.1_ ~~December 2003~~**2004**: Evaluate the effectiveness of *The Forum* and the Operational Area Advisory Board. Where appropriate, enhance these to ensure the widest possible inclusion of governments, businesses, and nonprofits. **Lead: CAO (OEM)**
- | 1.2_ ~~December 2002~~**completed**: Identify the specific roles and responsibilities of County human services departments with regard to ENLA, and increase their involvement in ENLA, as appropriate. **Lead: DPSS**
- 1.3 ~~December 2004~~: Assess technological advancements to improve our ability to communicate in a major disaster (at both executive and staff levels). Focus on distributed communications, multiple systems, duplicate systems, backup EOCs, etc. **Lead: ISD, CIO**
- | 1.4 ~~December 2002~~**completed**: Evaluate and, as appropriate, expand pre/post-disaster methods for communicating disaster information with County departments, local governments, businesses, and nonprofits. This plan should address redundant communications capabilities, interface capability, and standardized data sets. **Lead: CAO (OEM)**
- | 1.5 ~~December~~**July, 2003**2005**: Develop a plan to provide leadership and support to encourage businesses and nonprofits to prepare mitigation and recovery plans, through guidance documents and dissemination of best practices. **Lead: CAO (OEM)****
- | 1.6 ~~December~~**July, 2003**2004**: Evaluate and enhance, as required, the role, responsibilities, and composition of the Emergency Management Council, the Steering Committee, and the Subcommittee (CAO, Coroner, DHS, DPSS, DPW, Fire, ISD, and Sheriff) to ensure effective leadership of the operational area. **Lead: CAO (OEM)****
- | 1.7 ~~December 2003~~**2004**: Evaluate and change, as necessary, the name, role, and responsibility of the Emergency Preparedness Commission (EPC). **Lead: CAO (OEM)**

GOAL 2: **Promote disaster-resistant communities through community-based training and mitigation programs, with a particular focus on County unincorporated areas.**

- 2.1 ~~December~~**July 2005**: Define the role of the County in stimulating mitigation efforts by local communities, governments, nonprofits, and businesses. Include an evaluation of whether the County should develop a model community-based mitigation program in a single large

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unincorporated area. **Lead: CAO (OEM and UAS)**

- | 2.2 Ongoing/completed: Pursue the development and revision of state and model building codes and standards, and federal/state legislation to effect mitigation measures. **Lead: DPW**

GOAL 3: Strengthen planning for economic recovery following a major disaster for the communities in the OA and for County departments.

- | 3.1 December/July, 2003/2004: Develop plans for a post-disaster business and nonprofit economic recovery advisory task force, to ensure that County recovery planning addresses economic recovery. Identify probable participants in advance of a major disaster by working with professional and networking organizations that can assist. **Lead: CDC**
- 3.2 December 2004: Develop a policy requiring County departments to prepare business recovery plans, and develop risk avoidance standards and guidelines for these plans, taking into account the political, legal, and economic risks of service disruption. **Lead: CAO (OEM)**
- 3.3 December/September, 2004: Develop a policy encouraging County contractors that provide essential post-disaster services to have business recovery plans, and develop criteria and monitoring standards for these plans. **Lead: ISD**
- | 3.4 December 2002/completed: Develop annual training programs to ensure that County finance officers, DEC's, and key executives understand general post-disaster documentation and claiming processes. **Lead: CAO (Disaster Administrative Services)**
- 3.5 December 2006: Establish baseline information, including photographs, on all County facilities in order to support the disaster claiming process. **Lead: CAO (Real Estate Division)**
- | 3.6 Ongoing/completed: Facilitate the removal of barriers to community repair and reconstruction projects by streamlining plan review and permitting processes, where feasible. **Lead: DPW**

GOAL 4: Strengthen programs to ensure the safety of employees and the public in County facilities following a major earthquake.

- 4.1 December 2006: Evaluate what medical appliances, such as automatic defibrillators, should be placed in County facilities. As part of this evaluation, review the implementation of defibrillators and other medical appliances in airlines and other industries. **Lead: DHS**
- 4.2 December 2006: Evaluate and develop plans to address the mitigation of non-structural hazards in County facilities. **Lead: CAO (OEM) and ISD**

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GOAL 5: Strengthen emergency management professionalism and encourage a common emergency management culture throughout the OA, including within local governments, businesses, and nonprofits.

- 5.1 ~~December 2006: Develop~~ Explore the feasibility of developing an emergency management training academy, in concert with major local and state training organizations such as the ARC and CSTL. Explore partnerships with one or more local community colleges. Include plans to ensure that trainers develop quality training skills. **Lead: CAO (OEM)**
- 5.2 ~~December 2005~~2004: Develop plans to conduct regular operational area conferences/workshops with emergency managers and emergency services coordinators from local governments, nonprofits, and businesses. Ensure that these meetings include opportunities for communication and dialogue, similar to the strategic planning workshops conducted in 2000. (Links with 6.1 and 6.3 below.) **Lead: CAO (OEM)**
- | 5.3 ~~December 2002~~2004: Develop a County policy and program to allow and encourage County employees to gain knowledge and experience in disasters in other parts of California and the United States through fact-finding visits, the ARC Disaster Services Human Resources program, the California Emergency Managers Mutual Aid program, and California Emergency Medical Services Mutual Aid. Encourage cities to adopt the County policy and programs. **Lead: CAO (OEM)**

GOAL 6: Engage the attention of government, business, and nonprofit executive managers on issues related to the threat of disasters, including risk avoidance considerations, and the need for mitigation and planning.

- 6.1 ~~December 2005~~2004: Develop plans to conduct regular emergency management seminars for executive managers in government, business, and nonprofits, ensuring that the issues presented, the mode of presentation, and speakers are appropriate to the audience. Objectives of these seminars should be to encourage greater financial and policy support for emergency planning and mitigation including greater support for emergency services coordinators. **Lead: CAO (OEM)**
- | 6.2 ~~December~~ July 20032004: Develop a special program to enhance the awareness of school boards and superintendents to the vulnerability of schools and issues of child safety. **Lead: CAO (OEM)**
- 6.3 ~~December 2005~~2004: Develop plans for regular workshops sponsored by the Board of Supervisors for mayors and city managers to address threats of disaster, including risk

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avoidance and the need for mitigation and planning. **Lead: CAO (OEM)**

GOAL 7: Strengthen the effectiveness of local elected officials and state and federal legislative delegations representing the post-disaster needs of the OA, to expedite economic recovery for the region, personal recovery for families affected by the disaster, and proper administration of FEMA Public Assistance programs for local governments and eligible nonprofits.

- 7.1 December 20042005: Develop tools, guidelines, and briefing documents for County Board of Supervisors and local elected officials to assist them in effective planning and post-disaster activities in seeking grants and preparing disaster claims. Prepare briefing documents in advance for use after disasters. **Lead: CAO (OEM)**
- 7.2 December 20042005: Develop plans for post-disaster implementation to develop issues and strategies to assist in community recovery. Develop plans to develop support of the Board of Supervisors and engage local elected officials and state and federal legislative delegations on these issues. **Lead: CAO (OEM and UAS)**

GOAL 8: Ensure appropriate plans are in place for the use of spontaneous donations and volunteers following a major disaster or following a disaster in another country.

- 8.1 December 20032005: Develop a plan, strategy in concert with ENLA, the ARC, and local governments, to manage donations and volunteers. Evaluate programs in place in local governments and in other places in the United States. Include public information programs in these plans strategy. **Lead: CAO (OEM)**
- 8.2 December 2005: Develop plans to work with local consulates, ethnic service organizations, and churches to manage volunteers and donation requests following a major disaster in another country. **Lead: CAO (OEM)**
- 8.3 December 20032004: Evaluate and, where necessary, strengthen County department plans for use of volunteers and donated goods and services. Ensure that County plans do not compete for resources or conflict with local organizations that depend on volunteer and donated resources to provide their services. **Lead: CAO (OEM)**

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GOAL 9: Ensure that pre-disaster preparedness, mitigation information, and post-disaster assistance programs and services are available to all people in the communities of the OA, including people with disabilities, non-English speaking people, and the poor, with an emphasis on stimulating two-way communication and mutually beneficial partnerships.

- | 9.1 ~~December~~**July 20032004:** Develop a policy to ensure that departments include in their plans the identification and deployment of employees with certified language skills, including American Sign Language. **Lead: CAO (OEM)**
- 9.2 ~~December 2002:~~ **completed:** For post-disaster human services programs, evaluate the need for partnerships or collaborations with local nonprofit agencies, community-based news media, and churches which have expertise in providing services to the poor or to specific ethnic communities. **Lead: DPSS**
- 9.3 ~~December 2005:~~ Develop plans for County ADA coordinators to assist in delivery of post-disaster services and programs, to ensure accessibility, including deaf and blind accessibility. Include a plan for compliance monitoring of public points of service following a disaster. **Lead: OAAC**
- | 9.4 ~~December 2005~~**2004:** Ensure that County building evacuation plans address the needs of people with disabilities, including visitors to County facilities, and that evacuation drills test these plans. Include an annual training program to reinforce County policies, supported by a video tape for key County staff. **Lead: CAO (OEM) and OAAC**
- | 9.5 ~~December 2002~~**completed:** Develop lists of products and tools to aid in building evacuations for people with disabilities, and explore funding mechanisms to make these tools available. **Lead: OAAC**

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GOAL 10: Strengthen County response and recovery plans, training programs, and emergency exercises to enhance cooperative relationships between departments.

- 10.1 December 2004: Conduct a regular review and update of departmental disaster response and recovery plans, roles, and responsibilities; ensure these are clearly defined and that departmental executives and key staff are briefed and trained on these responsibilities. **Lead: CAO (OEM)**
- 10.2 December 2004: Review, redefine, and strengthen "lead/support" relationships, and develop policies to ensure that County commissions, special districts, nonprofits, and businesses that have a role in service delivery are identified and included. **Lead: CAO (OEM)**
- 10.3 ~~December 2002:~~ completed Evaluate the effectiveness of training programs for EOC responders, to ensure that they understand their roles and responsibilities. **Lead: CAO (OEM)**
- | 10.4 ~~December, July, 2002~~2004: Evaluate the effectiveness of training programs for DEC's and BECs to ensure that they understand their roles and responsibilities. During this review, ensure that BEC policies and training programs address issues related to multi-tenant buildings and County tenants in non-County facilities. **Lead: CAO (OEM)**
- | 10.5 ~~December, July, 2003~~2004: Establish duty statements and ~~minimal standards of experience and training~~ standards for County EOC responders, DEC's, and BECs to include a standard training curriculum, a monitoring system to track staff assignments and training, and a policy addressing succession, to ensure a continual trained pool of staff. **Lead: CAO (OEM)**
- | 10.6 ~~December 2002~~2004: Develop plans to assure continuity in County emergency management assignments, including County EOC and DOC staffs. **Lead: CAO (OEM)**
- | 10.7 ~~December 2003~~2004: Develop a cross-department budget to provide for emergency management planning, including costs for staff and essential supplies to support DOC's and departmental missions. **Lead: CAO (OEM)**
- | 10.8 ~~December 2002~~completed: Expand planning for terrorism to include all County departments, as part of multi-hazard planning and training, to ensure that key staff in departments understand their responsibilities. **Lead: CAO (OEM)**

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GOAL 11: Establish stronger partnerships with the academic and scientific/engineering community to strengthen preparedness, mitigation, response, and community awareness through the application of enhanced technologies.

- | 11.1 ~~December~~July, 2003**2004**: Evaluate the use of scientific programs including but not limited to ShakeMaps, EPEDAT, and HAZUS as planning and intelligence tools for the OA and as public information tools following a major earthquake. **Lead: CAO (OEM)**
- 11.2 December 2004: Develop ongoing training and exercise programs to ensure that all components of the OA have access to and understand the utility of these scientific tools and programs. **Lead: CAO (OEM)**
- 11.3 December 2006: Work with the scientific and academic communities to develop loss estimate models and tools that can assist the County, other local governments, and may assist businesses and nonprofits in planning and intelligence activities. Include an ongoing program to ensure that the latest scientific findings are incorporated into these models. **Lead: CAO (OEM)**
- | 11.4 ~~December 2002~~**completed**: Establish an ongoing dialog with the scientific, engineering, and academic community to enable the County to monitor progress and effectiveness of new findings and programs. **Lead: CAO (OEM)**

GOAL 12: Through legislative and lobbying activities, support scientific and technological developments that improve the quality of information used in mitigation, planning, and disaster management.

- | 12.1 July 2003~~2004~~: Determine the best mode of County support for scientific programs that will assist in the delivery of emergency preparedness and emergency management programs and services. **Lead: CAO (OEM)**
- | 12.2 ~~December 2002 and Ongoing~~**completed**: Develop plans to encourage support from local governments and federal and state legislative delegations for funding of scientific and technological programs that will improve services to OA residents. **Lead: CAO (OEM, IGR)**

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GOAL 13: Strengthen information dissemination to the public and County employees through cooperative relationships with the news media, and coordination of pre- and post-disaster messages with federal, state, and local governments and other disaster response and recovery organizations.

- 13.1 December 2004: Develop plans in concert with OES, INFO LINE, and other stakeholder agencies for post-disaster public information and recovery centers (similar to FEMA's disaster application centers). Evaluate the participation of County departments. Review the effectiveness of information centers used in recent major disasters in other parts of the United States. **Lead: CAO (OEM)**
- 13.2 DecemberSeptember, 20032005: Develop plans for a joint information center that can work in concert with federal, state, and other local government information centers. **Lead: CAO (OEM), Sheriff HQ Bureau**
- 13.3 December 20042005: Identify or develop a training program for PIOs from local governments, businesses, and nonprofits to address effective disaster and crisis communications, including the need to be proactive in disseminating news stories to the media. Include in this training "ride-alongs" for PIOs to accompany news media crews and visit news rooms. **Lead: CAO (OEM)**
- 13.4 December 20032004: Develop a process to identify community "hot button" issues both for preparedness information before a disaster and to focus post-disaster information to the real questions and needs of the community. Include plans to get public comment from affected communities after a disaster. **Lead: CAO (OEM and PA)**
- 13.5 December 20032004: Develop a plan for an ongoing relationship with the local news media which will translate into better post-disaster communications and address international disasters. This plan should include regular meetings with news media organizations with topics of timely interest and expert speakers. (Linked to 13.3, 13.5, and 13.7.)
Lead: CAO (OEM)/ Sheriff HQ Bureau
- 13.6 December 20032004: Develop an OA Speaker's Bureau, including speakers from the scientific community, cities, County departments, businesses, and nonprofits. Speakers will address mitigation and preparedness issues before a disaster, and issues of importance in response and recovery after a disaster. Ensure that Spanish-speaking spokespersons are immediately available for interviews. **Lead: CAO (OEM)**

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- 13.7 ~~December 2003~~2004: Develop internet strategies for both media and general public information needs, including use of County websites to meet news media needs: boilerplate news releases, background information, and post-disaster public information releases. Develop plans to ensure that PIO staff and website managers are assigned to monitor and update the website following a disaster. Include a library of photos that can be used in any disaster. **Lead: CAO (OEM)**
- | 13.8 ~~December 2003~~2004: Develop plans to use Channel 58 as a link to other TV news stations, and use FEMA's Recovery Channel as a model for program development. **Lead: CAO (OEM)**
- | 13.9 ~~December 2002~~completed: Develop plans to integrate EPI into training programs for emergency managers. Ensure that plans include Board Press Deputies in EPI planning following a disaster. **Lead: CAO (OEM and PA)**
- | 13.10 ~~December 2003~~2004: Develop plans to provide training for local government executives and public officials in crisis communications. **Lead: CAO (OEM and PA)**
- | 13.11 ~~December 2004~~2005: Work with local news media to promote plans to incorporate blind and deaf accessible information into real-time news programs. Seek out and work with news outlets that serve the needs of the blind. **Lead: CAO (OEM) and OAAC**

GOAL 14: Increase the knowledge of County employees and OA residents on emergency preparedness and mitigation in their homes, schools, vehicles, and workplaces to minimize the impacts of a major disaster.

- | 14.1 ~~December 2003~~2004: Work with organizations that provide preparedness and mitigation information to OA residents to develop focus groups and community surveys to determine the effectiveness of the ESP and other emergency preparedness community education programs. **Lead: CAO (OEM)**
- | 14.2 ~~December 2002~~completed: Establish a mandatory ongoing program to ensure that new employee orientation programs address home preparedness and mitigation. **Lead: DHR**
- 14.3 December 2004: Help private and public schools prepare for all hazards. Encourage and support public schools and special districts with all elements of SEMS training and compliance. **Lead: CAO (OEM)**
- | 14.4 ~~December 2002~~completed: Increase the dissemination of information and preparedness materials addressing potential hazards to County employees and the public. Work with the business and nonprofit communities to assure wider dissemination of materials. **Lead: CAO (OEM)**